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**Report Highlights:**

This report provides a comprehensive overview of Thailand's food retail sector, including the latest market developments and trends in U.S. food and agricultural trade with Thailand. The food retail sector continues to evolve, driven by growing consumer demand for convenience and modern retail formats. Food and beverage sales remain a key growth driver, representing a substantial share of overall retail activity. Key factors shaping the sector's development in the coming years include urbanization, rising disposable incomes, changing consumer preferences, and an increasing focus on health, wellness, and sustainability.

# Market Fact Sheet: Thailand

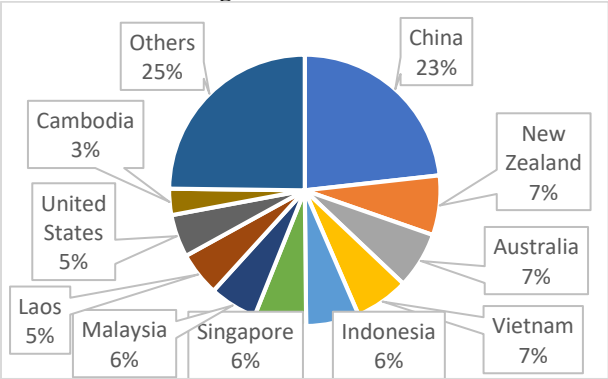
## Executive Summary

Thailand, the second-largest economy in ASEAN in 2024, offers strong trade and investment potential, driven by a growing middle class. In 2024, it exported \$5 billion in agricultural goods to the United States and imported \$1.4 billion, making it the 23rd largest U.S. export market and 15th largest supplier. With 53.5 percent of the population living in urban areas in 2025, up slightly from 2023, urbanization is projected to reach 58.4 percent by 2030, signaling continued opportunities in infrastructure, services, and consumer markets.

## Imports of Consumer-Oriented Agricultural Products

The United States was the 9th largest supplier of consumer-oriented agricultural products to Thailand in 2024 with exports valued at \$429 million. Thailand’s total 2024 import value of consumer-oriented products was \$8.4 billion, a 10 percent increase from 2023.

Chart 1. Thailand: Imports of Consumer-Oriented Food and Agricultural Products in 2024



Top 10 Exporting Countries to Thailand

## Food Retail Industry

In 2024, Thailand’s food retail sales reached \$7.9 billion, accounting for 6 percent of the country’s \$132 billion in total retail sales—a 6 percent year-over-year increase. Despite economic challenges, including rising living costs and household debt, consumers are shifting toward essential goods and value-driven purchases, increasingly adopting multi-channel shopping to maximize savings.

## Food Processing Industry:

Thailand is a leading food and agricultural exporter with a well-developed food processing sector. With rising global demand for processed foods, Thai food processors need to import large quantities of raw materials not available domestically. Thailand exported \$28 billion in processed food products in 2024 and imported \$8.6 billion, including \$357 million worth from the United States, an 8 percent increase from 2023.

## Quick Facts: CY 2024

### Imports of Consumer-Oriented Products:

\$8.43 billion

### List of Top 10 Growth Products in Thailand

- |                            |                      |
|----------------------------|----------------------|
| 1) Dairy Products          | 2) Food Preparation  |
| 3) Fresh Fruits            | 4) Tree Nuts         |
| 5) Processed Vegetables    | 6) Chocolate & Cocoa |
| 7) Wine & Related Products | 8) Processed Fruits  |
| 9) Beef and Beef products  | 10) Dog & Cat Food   |

### Food Industry by Channels (U.S. billion)

Retail Food Industry	\$7.9
Food Service-HRI	\$32.8
Food Processing	\$36.0
Food and Agriculture Exports	\$50.9

### Top 10 Retailers in Thailand

#### Supermarkets

- 1) Central Food Retail
- 2) Gourmet Market
- 3) Villa Market
- 4) Foodland
- 6) MaxValu
- 7) CJ Supermarket

#### Hypermarkets

- 1) Lotus’s

- 2) Big C

#### Convenience Stores

- 1) 7-Eleven

- 2) Lawson 108

- 3) CJ Express

#### Cash and Carry

- 1) Makro

- 2) Go Wholesale

### GDP/Population

Population: ~ 66 million

GDP: \$551 billion (as of May 18, 2025)

GDP per capita: \$7,830 (as of May 18, 2025)

Sources: Trade Data Monitor, Euromonitor, Office of the National Economic and Social Development Board, Krungsri Research, Statista, Reuter, Bangkok Post, Scottish International

## Food Service Industry:

Food service sales grew by 7 percent in 2024 to \$5.1 billion compared to 2023. The market size for foodservice is estimated at \$32.8 billion in 2024. Full-service restaurants in Thailand faced significant challenges, primarily due to the high cost of living and intense competition among both established players and new entrants in the broader foodservice industry

## Strengths/Weaknesses/Opportunities/Challenges

Strengths	Weakness
Well-established market with modern distribution channels	Trade barriers on imported food & beverages to protect domestic producers.
Opportunity	Challenge
Growing urban population and many international tourists	Higher tariffs on U.S. products compared with countries with free trade agreements with Thailand.

SECTION I: MARKET SUMMARY

Economic Growth & Forecasts

The Joint Standing Committee on Commerce, Industry, and Banking (JSCCIB), a private-sector body comprising the Board of Trade, the Federation of Thai Industries, and the Thai Bankers’ Association, revised its 2025 GDP growth forecast to 1.8–2.2 percent, drawing on economic analysis provided by the Trade Policy and Strategy Office (TPSO) of the Ministry of Commerce. In comparison, the World Bank downgraded its projection to 1.8 percent (from 2.9 percent) due to weak exports, subdued domestic demand, and political uncertainty. To counter these challenges, the Bank of Thailand announced the Monetary Policy Committee (MPC) to lower Thailand’s policy rate by 25 basis points to 1.50 percent on August 13, 2025, to support the economy amid persistent negative inflation and slowing consumption and exports.

In 2024, Thailand’s GDP grew 2.5 percent (up from 2.0 percent in 2023). Private consumption rose 4.4 percent, government spending increased 2.5 percent, and public investment expanded 4.8 percent, while private investment contracted 1.6 percent. Exports grew 5.4 percent to \$301 billion, according to the Thai Ministry of Commerce.

Retail Sector

Thailand’s retail market grew 6 percent in 2024, reaching \$139 billion (4.51 trillion Thai baht), according to the TPSO. While offline channels still dominate, online retail’s share increased from 20.5 percent in 2022 to 23.5 percent in 2024, a 379 percent surge compared to 2019. Offline retail grew marginally by 0.2 percent over the same period.

The retail sector in Thailand remains a significant employer, with nearly 3 million workers in 2024, up 2 percent from 2023. The number of operators rose 0.33 percent to 922,126, of which 99.8 percent are Small and Medium Enterprises (SMEs) ([The Nation](#)).

U.S. Agricultural Trade with Thailand

In 2024, Thailand exported about \$5 billion in agricultural products to the United States and imported \$1.4 billion in U.S. agricultural goods, making it the 23rd largest market for U.S. agricultural exports and the 15th largest supplier to the United States. Overall, Thailand imported \$22.7 billion in agricultural products, with the United States ranking third after China (\$3.4 billion) and Brazil (\$3.2 billion).

U.S. consumer-oriented exports to Thailand totaled \$429 million, while imports from Thailand reached \$2.5 billion. Top U.S. consumer-oriented exports included food preparations, dairy products, tree nuts, fresh fruits, and chocolate and cocoa products.

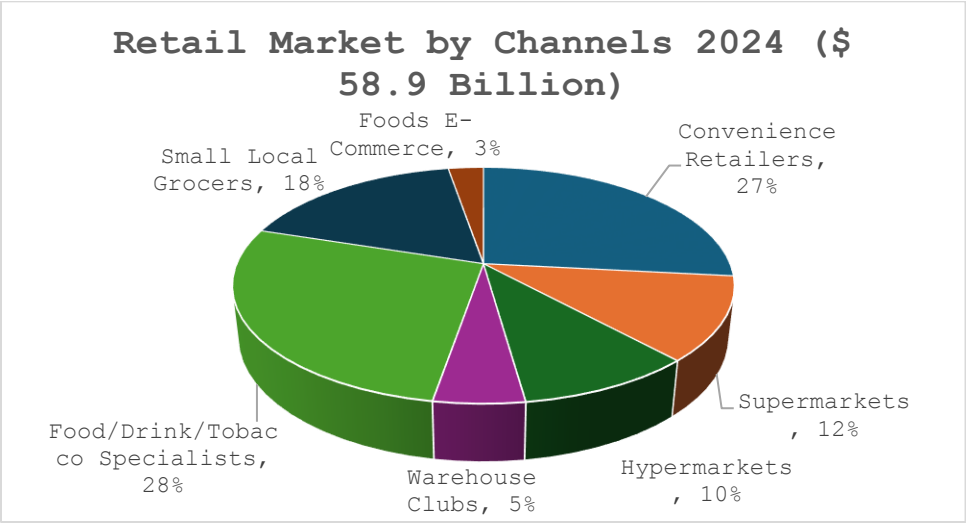
Advantages and Challenges

Advantages	Challenges
U.S. agricultural products are widely known for their high quality, and dependable exporters offer a wide range of products.	The improving quality of domestic goods, combined with more global competitors, is making the market increasingly competitive.

Thai officials and consumers highly regard U.S. food safety standards, with health authorities often adopting U.S. FDA protocols to enhance local regulations and consumer protection.	U.S. products are generally less price competitive compared to those from countries with free trade agreements (FTAs) with Thailand, such as Australia, New Zealand, China, Peru, Chile, India, Korea, and Japan.
Enhanced retail distribution channels and more efficient logistics have expanded the pool of potential consumers for U.S. imports.	Lack of local interagency communication and coordination leads to trade disruptions, as new import regulations are implemented without prior notice.
Health-conscious consumers present new opportunities for U.S. exporters, especially those offering products that are marketed as sustainable, made with all-natural ingredients, or featuring other health benefits.	Thailand’s shrinking workforce is set to slow economic growth as it rapidly ages. Out of the ~66 million people, 12 million are elderly. Classified as an “aged society” since 2005 (10 percent is aged over 60 years old), Thailand is projected to become a “super-aged society” by the next decade, with 28 percent elderly, according to the latest national statistics from Thailand Board of Investment (BOI).

### Retail Sales by Channel in Thailand

Chart 2. Thailand: Retail Market by Channel Segment in 2024



The data shows that Food/Drink/Tobacco Specialists (28 percent) and Convenience Retailers (27 percent) dominate Thailand’s retail food market, followed by Small Local Grocers (18 percent). Supermarkets (12 percent) and Hypermarkets (10 percent) have moderate shares, while Warehouse Clubs (5 percent) and Foods E-Commerce (3 percent) remain niche channels.

## Section 2: Road Map for Market Entry

### Entry Strategy

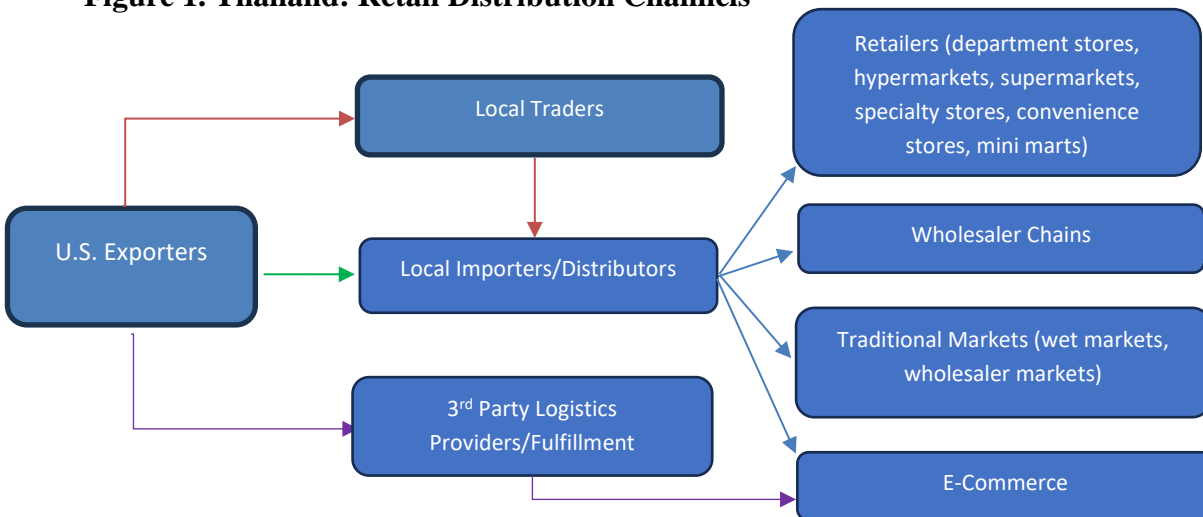
Thailand features a diverse array of consumers and regional markets, each with a distinct diet and consumption habits. New-to-market exporters should conduct thorough market research to identify target customers and distribution channels. Visiting the market is crucial for conducting effective research. U.S. exporters should identify the most suitable distribution channels such as local importers, distributors, retailers, and food service providers and build strong relationships with their representatives. This approach can enhance the promotion of U.S. consumer-ready foods in Thailand. U.S. exporters should collaborate with a representative or agent who has strong local connections with target customers such as retailers, hotels, restaurants, and food processors, and who is well-versed in Thai food and agriculture regulations as well as food import procedures. New-to-market U.S. exporters could participate in activities and events that facilitate introductions to the Thai market, such as trade missions organized by state and regional trade associations or cooperator organizations (e.g., Food Export USA, the Western United States Agricultural Trade Association, and the Southern United States Trade Association, California Wine Institute, Brewers Association, Hop Growers Association, etc.). These organizations collaborate closely with FAS/Thailand and can offer valuable importer contacts and updates on market opportunities. Additionally, participating in trade shows is a crucial way to raise awareness of your products and connect with potential importers, retailers, and distributors. The three USDA-endorsed trade shows in Thailand are [THAIFEX - Anuga Asia](#), from May 26-30, 2026, which focuses on products for retail and food service markets; [VIV Asia](#), from March 10-12, 2027, which focuses on animal feed; and [Food Ingredients Asia](#), in September 2027 (date to be confirmed), targeting products for food processing; and products.

For general information about import procedures, please review the [Thailand Exporter Guide 2025](#). For those seeking specific import regulations, requirements, and certificates to export products to Thailand, please check the [Thailand: FAIRS Country Report Annual 2024- Food and Agricultural Import Regulations and Standards](#) and [FAIRS Export Certificate Report 2024- Food and Agricultural Import Regulations and Standards](#).

### Market Structure

Food and agricultural products are distributed through four primary retail channels: retailers, wholesale chains, traditional markets, and e-commerce (see Figure 1). Offline retail primarily includes hypermarkets, supermarkets, specialty stores, convenience stores, and mini-marts, as well as large chains of wholesalers and traditional markets.

**Figure 1. Thailand: Retail Distribution Channels**



### Company Profiles & Top Host Country Retailers

The modern trade industry, a key segment within the broader retail sector, is growing and was valued at approximately \$74 billion (2.58 trillion baht) in 2024, according to the 2025 Economic Intelligence Center (EIC) of Siam Commercial Bank Public Company Limited. This growth was driven by factors including government consumption stimulus policies, ongoing economic recovery, and a rise in tourism. ([Money and Banking Online](#)).

This sector primarily comprises large-format retail channels such as hypermarkets, supermarkets, and convenience stores. Despite facing challenges from e-commerce expansion and intensified market competition, the modern trade industry is projected to maintain a growth trajectory, with an expected annual growth above 5.0 percent in 2026.

Consequently, the retail sector stands as the second-largest contributor to Thailand's economy, following manufacturing, which accounts for 25 percent of the country's GDP, according to Krungsri Research. The sustained expansion of the modern trade industry is anticipated to reinforce its significant role within the Thai economy over the coming years (see Table 1).

**Table 1. Thailand: Modern Trade Retail Business Growth (Unit: Percentage)**

Types of Retailers	2020	2021	2022	2023	2024-2026
Department stores	-14.0	-11.5	3.5	3.6	4.0-5.0
Discount stores/Hypermarkets/ Supercenters	-11.0	-9.0	3	2	2.0-3.0
Supermarkets	-11.0	-8.0	6	6.5	6.5-7.0
Convenient stores	-6.5	4.5	4.5	5	5.0-5.5
Modern retail sales growth	-12.0	9.0	4	4.5-5.0	5.0-5.0

Source: Krungsri Research

The Thai retail market is led by several well-established conglomerates. Key players include Central Group, TCC Group, and CP Group. Central Group operates prominent supermarket chains such as Tops Foodhall, Tops Market, and Go Wholesale. The TCC Group, widely recognized for its Thai Beverage brand, including Chang beer, owns the Big C supermarket chain. Meanwhile, the CP Group manages a varied retail and wholesale portfolio, including the 7-Eleven convenience stores with over 14,000 outlets nationwide, Makro cash-and-carry stores, and Lotus's, one of Thailand's leading retailers and wholesalers.

#### *Department Stores*

It targets mid- to upper-income consumers and offer a selection of modern, high-quality goods, including both Thai and imported brand names, which are often sold at a premium. The major players are [Central Group](#), [The Mall Group](#), and [Siam Piwat Group](#). Central Group leads the Thai department store market in both the number of branches and total retail space. The group operates under the Central, Robinson, and Central Embassy brands. The Mall Group operates under several brands, including The Mall, Emporium, EmQuartier, and Emsphere. Siam Piwat Group operates under the brands Siam Discovery, Siam Center, and Siam Paragon.

#### *Discount stores/hypermarkets/supercenters*

Discount stores, hypermarkets, and supercenters target mid- to lower-income earners and focus on everyday food & beverages, and consumer goods, with competition typically centered on price. Key players in this segment include [Lotus's](#), [Big C](#), and [Tops](#). In 2024, hypermarket retail sales reached \$5.67 billion according to Euromonitor.

#### *Wholesale-Retail Hybrid (B2B & B2C)*

[Go Wholesale](#) and [Makro](#) are examples of the wholesale-retail hybrid model. They operate by combining elements of both wholesale and retail, enabling them to serve a clientele that includes business customers (B2B) and individual consumers (B2C). The store format is designed to accommodate both business customers and individual consumers, providing a wide range of products, including food ingredients, household goods, and more.

#### *Supermarkets*

Euromonitor reports that supermarket retail sales reached \$6.8 billion in 2024. Supermarkets typically target mid- to upper-income earners and offer a variety of consumer goods, including a wide range of fresh foods and imported items. Key players in this segment include [Tops](#) (Tops Market and other supermarkets under the Tops brand), [Gourmet Market](#), [Foodland](#), [Villa Market](#), [Max Value](#), and [Rimping](#).

#### *Convenience stores/express stores/mini marts*

In 2024, Euromonitor reports that convenience retail sales in Thailand reached \$15.7 billion. Convenience stores, express stores, and mini marts are typically smaller than other types of retail outlets. They benefit from their easy accessibility and the sale of everyday items at competitive prices, primarily serving the local communities in which they are located. The leading players in this market include [7eleven](#), [Lotus's Go Fresh](#), [Big C Mini](#), [Lawson108](#), and [CJ More](#).

Thailand's grocery delivery (online food and beverages) market is projected to generate approximately \$2.97 billion in 2025, representing a strong compound annual growth rate (CAGR) of 12.5 percent from 2024, when the market was valued at around \$2.50 billion, according to Statista. Revenue in this segment is expected to grow at a compound annual growth rate (CAGR) of 10.65 percent from 2025 to 2030, reaching an estimated \$4.92 billion by 2030 ([Statista](#)). In the broader food retail e-commerce sector, Euromonitor reports that Thailand recorded retail sales value of \$1.59 billion in 2024, a 14 percent increase compared to 2023.

Thailand's overall retail e-commerce market in 2024 remained heavily concentrated among a few major players. Sea Group's Shopee and Alibaba Group's Lazada together accounted for 45.3% of total retail e-commerce value, with Shopee holding 23.40% and Lazada 21.9%, according to Euromonitor (Figure 2). Domestic and other international players comprised the remaining market share, with notable participants including Central Retail Corporations (2.2%) and Roadget Business Pte Ltd (1.5%).

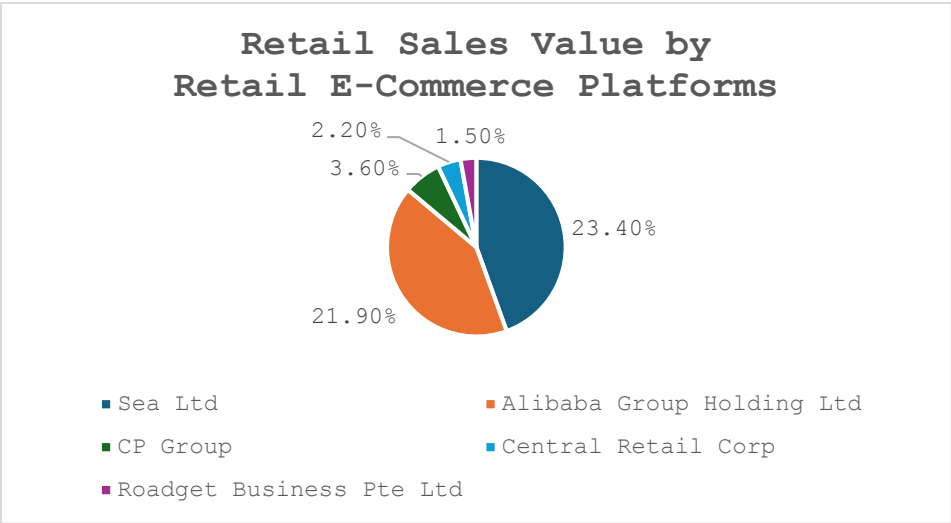


**Table 2. Thailand: Number of Major Department Store Outlets, Hypermarkets, and Supermarket Chains in 2023 (Latest data available as of August 2025)**

2023 Major Department Store Outlets		2023 Major Hypermarket Outlets 2023	
Retailers	Number of Outlets	Retailers	Number of Outlets
Central Group	26	Lotus’s	226
The Mall Group	6	Big C	155
Robinson	51	Tops	9
Total	83	Total	390
2023 Major Supermarket Outlets		2023 Major Convenience Store Outlets	
Retailers	Number of Outlets	Retailers	Number of Outlets
Lotus's go fresh	178	7-Eleven	14,545
Tops Supermarket	166	Lotus's go fresh	2,050
Big C Market	65	Big C Mini	1,548
Max Value	30	CJ More	1,000
Villa Market	25	Tops Daily	521
Foodland	25	Shell Select	208
Gourmet Market & Home Fresh Mart	21	Lawson 108	179
		Baichak	20
		Max Value Tanjai	19
Total	510	Total	20,090

Source: Krungsri Research

**Figure 2. Thailand: Market Share by Retail Sales held by Retail E-commerce Platforms in 2024**



Source: Euromonitor



SECTION III: COMPETITION

In 2024, Thailand’s consumer-oriented food imports totaled \$8.4 billion, an increase of 10 percent from the previous year. In the first half of 2025, imports increased by 18 percent, reaching \$4.8 billion compared to the same period in the previous year.

The United States was the ninth-largest supplier of consumer-oriented food products, with a 5 percent market share. It was preceded by China, with a 23 percent share; New Zealand and Australia, each with 7 percent; and Vietnam, Indonesia, Singapore, and Malaysia, each holding 6 percent.

Thailand has signed 15 Free Trade Agreements (FTAs) with 18 countries or territories. These include agreements with ASEAN member countries, China, Japan, South Korea, Australia, New Zealand, India, Peru, Chile, the Hong Kong Special Administrative Region, and Sri Lanka. Thailand is also negotiating 11 additional FTAs, including five focused on upgrading existing agreements and six new FTAs with Pakistan, Turkey, Canada, the European Free Trade Association (EFTA), the European Union (EU), and the UAE. These agreements offer reduced or zero tariffs, giving certain imported products a competitive advantage over similar U.S. products.

Table 3. Thailand: Leading Consumer-Oriented Exports by Value and Category in 2024

Consumer-Oriented Food Products	Top 5 Supplier by Market Share	U.S. Export Value to Thailand in 2024
<b>Soup and other food preparation</b>  Thailand’s total import value: \$973.6 million	1. Singapore 35% 2. <b>United States 14%</b> 3. China 10% 4. Vietnam 9% 5. Malaysia 7%	\$136 million  Most U.S. products imported into Thailand are destined for use in food preparation.
<b>Dairy Products</b>  Thailand’s total import value: \$1.2 billion	1. New Zealand 39% 2. Australia 11% 3. Singapore 10% 4. <b>United States 8%</b> 5. Ireland 5%	\$96 million  The growth of U.S. dairy export products is from skimmed milk powder, whey powder, lactose, and cheeses.
<b>Tree nuts</b>  Thailand’s total import value: \$387.1 million	1. Vietnam 30% 2. Indonesia 28% 3. <b>United States 16%</b> 4. Myanmar 8% 5. China 8%	\$60 million  Top U.S. tree nuts exports are almonds, pistachios, and hazelnuts (in-shell).
<b>Fresh Fruits</b>  Thailand total’s import value: \$918.7 million	1. China 69% 2. Australia 7% 3. New Zealand 6% 4. <b>United States 3%</b> 5. Peru 2%	\$28 million  Top U.S. fresh fruit exports include apples, cherries, strawberries, grapes and peaches.

<b>Processed Vegetable</b> Thailand total's import value: \$1 billion	1. Laos 39% 2. China 21% 3. Cambodia 20% 4. India 6% <b>5. United States 2%</b>	\$20 million  Top U.S. processed vegetable exports to Thailand include frozen potatoes (French fries), prepared or preserved products other than in vinegar or acetic acid, dried onions, and tomato products other than whole or in pieces, including paste and purée, among others.
<b>Chocolate and Cocoa Products</b>  Thailand total's import value: \$314 million	1. Malaysia 36% 2. China 12% 3. Singapore 10% 4. Indonesia 8% <b>5. United States 5%</b>	\$16 million  Top U.S. exports of chocolate and cocoa products to Thailand primarily consist of chocolate and cocoa preparations, as well as cocoa powder without added sugar or sweeteners.
<b>Wine &amp; Related Products</b> Thailand total's import value: \$144 million	1. France 34% 2. Australia 27% 3. Italy 11% <b>4. United States 8%</b> 5. Chile 6%	\$11 million  Most American wines imported into Thailand are grape wines, which account for 99 percent of total imports, excluding sparkling wine.

Source: Trade Data Monitor

## SECTION IV: BEST PRODUCT PROSPECTS CATEGORIES

### Top Consumer-Oriented Products Imported from the World

Key imports include dairy products (milk, cream, cheeses), processed vegetables (potatoes such as French fries), fresh fruits (apples, cherries, strawberries, grapes, oranges), soups, bakery goods, tree nuts, beef, dried fruits, and pet food.

### Top Consumer-Oriented Products Imported from the United States

Major U.S. exports are soups, dairy products, tree nuts (almonds, pistachios, hazelnuts), fresh fruits, chocolate and cocoa products, wines, beer and spirits, beef, and pet food.

### Products Present in Market with Good Sales Potential

**-U.S. Wines:** Tariff removal and excise tax reductions in 2024 are expected to boost U.S. wine competitiveness against countries with existing free trade agreements.

**-U.S. Beef:** Rising Thai beef imports driven by domestic shortages and consumer preference for high-quality beef present strong growth opportunities.

**-Functional and Healthy Foods:** An aging population is increasing demand for functional and health-focused food products.

**-U.S. dairy products:**

Consumers are increasingly seeking nutritious products and are interested in incorporating more dairy and cheese into their meals. Retail-packaged cheese shows strong potential in this trend.

**Products Not Present in Market with Good Sales Potential**

Beef offal, uncooked poultry including turkey, pomegranates, and avocados

**Product Not Present in Market due to Significant Barriers**

U.S. exports restricted due to access issues include pork, beef offal, uncooked poultry, raspberries, persimmons, pomegranates, and avocados.

**SECTION V: POST CONTACT AND FURTHER INFORMATION**

Government Regulatory Agency Contacts

1. Food and Drug Administration, Ministry of Public Health  
Website: <https://en.fda.moph.go.th/home-contact-us/>,  
Tel: +66 (0) 2590 7000, Email: [saraban@fda.moph.go.th](mailto:saraban@fda.moph.go.th)
2. Department of Livestock Development, Ministry of Agriculture and Cooperatives  
Website: <https://dld.go.th/th/index.php/th/>  
Tel: +66 (0) 2653 4444, Email: [saraban@dld.go.th](mailto:saraban@dld.go.th)
3. Department of Fisheries, Ministry of Agriculture and Cooperatives  
Website: [https://www4.fisheries.go.th/dof\\_en/view\\_message/369](https://www4.fisheries.go.th/dof_en/view_message/369)  
Tel: +66 (0) 2562 0600, Email: [support@fisheries.go.th](mailto:support@fisheries.go.th)
4. Department of Agriculture, Ministry of Agriculture and Cooperatives  
Website: <https://www.doa.go.th/en/>  
Tel: +66 (0) 2579 0121 to 27, Email: [saraban@doa.go.th](mailto:saraban@doa.go.th)

**Further information on government regulatory agency contacts, please see the link below:**

[Thailand: FAIRS Annual Country Reports, July 3, 2024](#)

The Foreign Agricultural Service (FAS) office in Bangkok maintains up-to-date information on food and agricultural import opportunities in Thailand and welcomes inquiries from U.S. suppliers to assist in accessing Thailand's market. Questions or comment regarding this report should be directed to:

Office of Agricultural Affairs  
U.S. Embassy  
Bangkok Thailand 10330  
Tel: + 662 205-5106  
Fax: +662 255-2907  
Email: [agbangkok@usda.gov](mailto:agbangkok@usda.gov)

**Attachments:**

No Attachments